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**STATE OF MINNESOTA**

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# **MN.IT SERVICES**

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## **Affirmative Action Plan**

**August 2014 – August 2016**

Centennial Office Building  
658 Cedar Street  
  
St. Paul, MN 55155

This document can be made in alternative formats by contacting MN.IT Services Human Resources Office at 651-201-2270 or [mnithr.services@state.mn.us](mailto:mnithr.services@state.mn.us), or through your preferred relay service.

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**I. EXECUTIVE SUMMARY**

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**MN.IT SERVICES****Affirmative Action Plan 2014-2016**

MN.IT's Affirmative Action Plan contains a diagnostic component which includes a number of quantitative analyses designed to evaluate the composition of its workforce and compare it to the composition of the relevant labor pools. A review revealed underutilization of the following protected group(s) in the identified job categories:

Table 1. Underutilization Analysis of Protected Groups

<b>PROTECTED GROUPS</b>			
<b>Job Categories</b>	<b>Women</b>	<b>Racial/Ethnic Minorities</b>	<b>Individuals with Disabilities</b>
Officials/Administrators	X		
Professionals	X		X
Technicians/Paraprofessionals	X		X
Office/Clerical			
Service Maintenance			

Once the Affirmative Action Plan is approved by the State Chief Information Officer, information about how to obtain or view a copy of this plan will be provided to every employee of the agency. Our intention is that every employee is aware of MN.IT's commitments to affirmative action and equal employment opportunity. The plan will also be posted on the agency's website and maintained in the Human Resources/Affirmative Action Office.

This Affirmative Action Plan meets the requirements as set forth by Minnesota Management and Budget, and contains affirmative action goals and timetables, as well as reasonable and sufficiently assertive hiring and retention methods for achieving these goals.

Affirmative Action Officer Signature: \_\_\_\_\_ Date: \_\_\_\_\_

HR Director/Designee Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Commissioner/Agency Head Signature: \_\_\_\_\_ Date: \_\_\_\_\_

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**II. STATEMENT OF COMMITMENT**

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This statement reaffirms MN.IT Services is committed to Minnesota's statewide affirmative action efforts and providing equal employment opportunity to all employees and applicants in accordance with equal opportunity and affirmative action laws.

I affirm my personal and official support of these policies which provide that:

- No individual shall be discriminated against in the terms and conditions of employment, personnel practices, or access to and participation in programs, services, and activities with regard to race, sex, color, creed, religion, age, national origin, sexual orientation, disability, marital status, familial status, status with regard to public assistance, or membership or activity in a local human rights commission.
- MN.IT is committed to the implementation of the affirmative action policies, programs, and procedures included in this plan to ensure that employment practices are free from discrimination. Employment practices include, but are not limited to the following: hiring, promotion, demotion, transfer, recruitment or recruitment advertising, layoff, disciplinary action, termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship. We will provide reasonable accommodation to employees and applicants with disabilities.
- MN.IT will continue to actively promote a program of affirmative action, wherever minorities, women, and individuals with disabilities are underrepresented in the workforce, and work to retain all qualified, talented employees, including protected group employees.
- MN.IT will evaluate its efforts, including those of its directors, managers, and supervisors, in promoting equal opportunity and achieving affirmative action objectives contained herein. In addition, this agency will expect all employees to perform their job duties in a manner that promotes equal opportunity for all.

It is the agency's policy to provide an employment environment free of any form of discriminatory harassment as prohibited by federal, state, and local human rights laws. I strongly encourage suggestions as to how we may improve. We strive to provide equal employment opportunities and the best possible service to all Minnesotans.

Commissioner/Agency Head Signature: \_\_\_\_\_

Date: \_\_\_\_\_

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### III. INDIVIDUALS RESPONSIBLE FOR DIRECTING/IMPLEMENTING THE AFFIRMATIVE ACTION PLAN

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#### A. Commissioner or Agency Head

Thomas Baden, State Chief Information Officer

##### **Responsibilities:**

The Commissioner is responsible for the establishment of an Affirmative Action Plan that complies with all federal and state laws and regulations.

##### **Duties:**

The duties of the Commissioner shall include, but are not limited to the following:

- Appoint the Affirmative Action Officer or designee and include accountability for the administration of the agency's Affirmative Action Plan in his or her position description;
- Take action, if needed, on complaints of discrimination and harassment;
- Ensure the Affirmative Action Plan is effectively communicated to all employees on an annual basis;
- Make decisions and changes in policy, procedures, or accommodations as needed to facilitate effective affirmative action and equal employment opportunity;
- Actively promote equal opportunity employment; and
- Require that all agency directors, managers, and supervisors include responsibility statements for supporting affirmative action, equal opportunity, diversity, and/or cultural responsiveness in their position descriptions and annual objectives.

##### **Accountability:**

The Commissioner is accountable directly to Governor and indirectly to the Minnesota Management and Budget Commissioner on matters pertaining to equal opportunity and affirmative action.

#### B. Affirmative Action Officer or Designee

Affirmative Action Officer

##### **Responsibilities:**

The Affirmative Action Officer or designee is responsible for implementation of the agency's affirmative action and equal opportunity program, and oversight of the agency's compliance with equal opportunity and affirmative action laws.

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#### **Duties:**

The duties of the Affirmative Action Officer or designee shall include, but are not limited to the following:

- Prepare and oversee the Affirmative Action Plan, including development and setting of agency-wide goals;
- Monitor the compliance and fulfill all affirmative action reporting requirements;
- Inform the agency's Commissioner of progress in affirmative action and equal opportunity and report potential concerns;
- Review the Affirmative Action Plan at least annually and provide updates as appropriate;
- Provide an agency-wide perspective on issues relating to affirmative action and equal opportunity and assist in the identification and development of effective solutions in problem areas related to affirmative action and equal opportunity;
- Identify opportunities for infusing affirmative action and equal opportunity into the agency's considerations, policies, and practices;
- Participate in and/or develop strategies to recruit individuals in protected groups for employment, promotion, and training opportunities;
- Stay current on changes to equal opportunity and affirmative action laws and interpretation of the laws;
- Provide consultation, technical guidance, and/or training to directors, managers, supervisors, and staff regarding best practices in recruitment, selection, and retention, progress on hiring goals, reasonable accommodations, and other opportunities for improvement; and
- Serve as the agency liaison with Minnesota Management and Budget's Office of Equal Opportunity and Diversity and enforcement agencies.

#### **Accountability:**

The Affirmative Action Officer is accountable directly to the Commissioner on matters pertaining to affirmative action and equal opportunity.

**C. Americans with Disabilities Act Coordinator or Designee**

Affirmative Action Officer

**Responsibilities:**

The Americans with Disabilities Act Coordinator or designee is responsible for the oversight of the agency's compliance with the Americans with Disabilities Act Title I – Employment and Title II – Public Services, in accordance with the Americans with Disabilities Act - as amended, the Minnesota Human Rights Act, and Executive Order 96-09.

**Duties:**

The duties of the Americans with Disabilities Act Coordinator shall include, but not limited to the following:

- Provide guidance, coordination, and direction to agency management with regard to the Americans with Disabilities Act in the development and implementation of the agency's policy, procedures, practices, and programs to ensure they are accessible and nondiscriminatory;
- Provide consultation, technical guidance, and/or training to directors, managers, supervisors, and staff regarding best practices in recruitment, selection, and retention of individuals with disabilities, provisions of reasonable accommodations for employees and applicants, and other opportunities for improvement; and
- Track and facilitate requests for reasonable accommodations for employees and applicants, as well as members of the public accessing the agency's services, and reports reasonable accommodations annually to Minnesota Management and Budget.

**Accountability:**

The Americans with Disabilities Act Coordinator reports directly to the Commissioner.

**D. Human Resources Director or Designee**

Chad Thuet, Human Resources Director

**Responsibilities:**

The Human Resources Director is responsible for ensuring equitable and uniform administration of all personnel policies including taking action to remove barriers to equal employment opportunity with the agency.

**Duties:**

The duties of the Human Resources Director include, but are not limited to the following:

- Provide leadership to human resources staff and others to ensure personnel decision-making processes adhere to equal opportunity and affirmative action principles;



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- Ensure, to the extent possible, development and utilization of selection criteria that is objective, uniform, and job-related;
- Initiate and report on specific program objectives contained in the Affirmative Action Plan;
- Ensure pre-hire review process is implemented and receives support from directors, managers, and supervisors;
- Include the Affirmative Action Officer in the decision-making process regarding personnel actions involving protected group members, including hiring, promotion, disciplinary actions, reallocation, transfer, termination, and department and division-wide classification studies;
- Include responsibility statements for supporting affirmative action, equal opportunity, diversity, and/or cultural responsiveness in position descriptions and annual objectives;
- Assist in recruitment and retention of individuals in protected groups, and notify directors, managers, and supervisors of existing disparities;
- Make available to the Affirmative Action Officer and Americans with Disabilities Act Coordinator or designee all necessary records and data necessary to perform duties related to equal opportunity and affirmative action.

#### **Accountability:**

The Human Resources Director is directly accountable to the Deputy Commissioner.

## **E. Directors, Managers, and Supervisors**

#### **Responsibilities:**

Directors, Managers, and Supervisors are responsible for implementation of equal opportunity and affirmative action within their respective areas of supervision and compliance with the agency's affirmative action programs and policies to ensure fair and equal treatment of all employees and applicants.

#### **Duties:**

The duties of directors, managers, and supervisors include, but are not limited to the following:

- Assist the Affirmative Action Officer in identifying and resolving problems and eliminating barriers which inhibit equal employment opportunity;
- Communicate the agency's affirmative action policy to assigned staff;
- Carry out supervisory responsibilities in accordance with the equal employment opportunity and affirmative action policies embodied in this plan;

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- Maintain a consistent standard within the workforce so that employees are evaluated, recognized, developed, and rewarded on a fair and equitable basis;
- Include responsibility statements for supporting affirmative action, equal opportunity, diversity, and/or cultural responsiveness in staff position descriptions and annual objectives;
- To provide a positive and inclusive work environment; and
- To refer complaints of discrimination and harassment to the appropriate parties.

#### **Accountability:**

Directors, managers, and supervisors are accountable directly to their designated supervisor and indirectly to the agency's Commissioner.

## **F. All Employees**

#### **Responsibilities:**

All employees are responsible for conducting themselves in accordance with the agency's equal opportunity and Affirmative Action Plan and policies.

#### **Duties:**

The duties of all employees shall include, but are not limited to the following:

- Exhibit an attitude of respect, courtesy, and cooperation towards fellow employees and the public; and
- Refrain from any actions that would adversely affect the performance of a coworker with respect to their race, sex, color, creed, religion, age, national origin, disability, marital status, familial status, status with regard to public assistance, sexual orientation, gender identity, gender expression, or membership or activity in a local human rights commission.

#### **Accountability:**

Employees are accountable to their designated supervisor and indirectly to the agency's CIO.

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## **IV. COMMUNICATION OF THE AFFIRMATIVE ACTION PLAN**

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The following information describes the methods that the agency takes to communicate the Affirmative Action Plan to employees and the general public:

### **A. Internal Methods of Communication**

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- A memorandum detailing the location of the Affirmative Action Plan and the responsibility to read, understand, support, and implement equal opportunity and affirmative action will be sent from the agency's leadership or alternatively, the Affirmative Action Officer, to all staff on an annual basis.
- The agency's Affirmative Action Plan is available to all employees on the agency's internal website at – <https://inside.mn.gov/sites/mnitcommons/org/AS/HR/collab/HROnlyDocs/Labor%20Relations/Affirmative%20Action/AA%20Plan%202012-2014%20REDACTED%20FOR%20PUBLICATION.pdf>. Or in print copy to anyone who requests it. As requested, the agency will make the plan available in alternative formats.
- Nondiscrimination and equal opportunity statements and posters are prominently displayed and available in areas frequented and accessible to employees.

#### **B. External Methods of Communication**

- The agency's Affirmative Action Plan is available on the agency's external website at <http://mn.gov/oet/> or in print copy to anyone who requests it. As requested, the agency will make the plan available in alternative formats.
- The agency's website homepage, letterhead, publications, and all job postings, will include the statement "an equal opportunity employer."
- Nondiscrimination and equal opportunity statements and posters are prominently displayed and available in areas frequented by and accessible to members of the public. Examples of posters displayed include: Equal Employment Opportunity is the law, Employee Rights under the Fair Labor Standards Act, and the Americans with Disabilities Act Notice to the Public.

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## **V. POLICY PROHIBITING DISCRIMINATION AND HARASSMENT**

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### **POLICY**

It is the policy of MN.IT to maintain a work environment free from discriminatory harassment based on race, color, creed, religion, national origin, sex, marital status, status with regard to public assistance, membership or activity in a local commission, disability, sexual orientation, or age. This prohibition with respect to discriminatory harassment includes both overt acts and other actions that create a negative or hostile work environment. In addition, coercion, reprisal or intimidation of anyone filing a complaint or serving as a witness under this policy is prohibited. No employee shall intentionally use this policy or related procedure for reason of personal malice or abuse.

### **SCOPE OF COVERAGE**

This policy applies to all MN.IT employees, applicants, eligible candidates, contractors, consultants and other members of the public who do work with and for the department.

### **GENERAL PROVISIONS**

#### **A. DEFINITIONS**

- 1. Discriminatory harassment is behavior based on protected class status that is unwelcome, personally offensive, insulting or demeaning, and that unreasonably interferes with an individual's work performance and/or creates an intimidating, hostile or offensive work environment.**

Harassment may take a variety of forms, including, but not limited to:

- Repeated disparaging, belittling, demeaning, insulting remarks.
- Repeatedly making the employee, or a characteristic unique to the employee, the subject of jokes.
- Repeated ridicule of an employee.
- Sabotage of an employee's character, reputation, work efforts or property.
- Display of posters, signs, pictures, cartoons, symbols, written statements or other materials that belittle or demean a category of individuals based on protected class status. This includes electronic receipt, storage, display or transmission of material that is or may be reasonably regarded as violent, harassing, discriminatory, obscene, sexually explicit or pornographic, including any depiction, photograph, audio recording, or written word.

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It is possible for discriminatory harassment to occur: (1) among peers or co-workers; (2) between managers and subordinates; or (3) between employees and members of the public.

2. **Harassment based on national origin** has been defined by the U.S. Equal Employment Opportunity Commission as “Ethnic slurs and other verbal or physical conduct relating to an individual’s national origin.”
3. **Sexual harassment** has also been specifically defined by the Minnesota Human Rights Act, which states in regard to employment, that:

“Sexual harassment” includes unwelcome sexual advances, requests for sexual favors, sexually motivated physical contact or other verbal or physical conduct or communication of a sexual nature when: (1) submission to such conduct or communication is made either explicitly or implicitly, a term or condition of an individual’s employment; (2) submission to or rejection of such conduct or communication is used as a factor in decisions affecting that individual’s employment; or (3) that conduct or communication has the purpose or effect of substantially interfering with an individual’s employment or creating an intimidating, hostile, or offensive environment.

#### B. DISCIPLINE

Any violation of this policy by an employee will be cause for appropriate disciplinary action. Varying degrees of seriousness in discriminatory harassment violations can occur and require varying levels of progressive discipline. Individuals who instigate harassment are subject to serious disciplinary actions, including suspension, demotion, or termination. In certain cases, work transfers may also be made by the employer, subject to the terms and conditions of contract language. Additionally, inappropriate behaviors which do not rise to the level of discriminatory harassment, yet are disruptive, should be corrected early and firmly in the interests of maintaining a successful and productive workplace. Individuals who participate in inappropriate behaviors at work are also subject to disciplinary actions.

#### C. RESPONSIBILITIES

The State Chief Information Officer is responsible for the administration of this policy within MN.IT.

Managers and supervisors have responsibility for the administration of this policy within their work units. Managers and supervisors are responsible for conducting themselves in a manner consistent with the spirit and intent of this policy and for establishing and maintaining a climate in the work unit that encourages employees to communicate

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appropriately. Upon observing words or actions that may violate this policy, managers and supervisors must immediately take corrective action, even if no complaint has been made.

The Affirmative Action Officer/designee/Human Resources Office is responsible for initiating practices and providing training designed to develop understanding, acceptance, commitment, and compliance within the framework of this policy, as well as investigating discriminatory harassment complaints and taking appropriate corrective action.

Complaints of discrimination or harassment can be filed using the internal complaint procedure included in this Affirmative Action Plan.

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## **VI. COMPLAINT PROCEDURE FOR PROCESSING COMPLAINTS FOR ALLEGED DISCRIMINATION/HARASSMENT**

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MN.IT Services has established the following discrimination/harassment complaint procedure to be used by all employees and applicants. Coercion, reprisal, or intimidation against anyone filing a complaint or serving as a witness under this procedure is prohibited.

### **Responsibility of Employees:**

All employees shall respond promptly to any and all requests by the Affirmative Action Officer or designee for information and for access to data and records for the purpose of enabling the Affirmative Action Officer or designee to carry out responsibilities under this complaint procedure.

### **Who May File:**

Any employees or applicants who believes that they have been discriminated against or harassed by reason of race, color, creed, religion, national origin, sex, marital status, familial status, status with regard to public assistance, membership or activity in a local human rights commission, disability, sexual orientation, or age may file a complaint. Employees who are terminated are encouraged to file their internal complaint prior to their actual separation; however, complaints will be taken for a reasonable period of time subsequent to the actual separation date.

### **Complaint Procedure:**

The internal complaint procedure provides a method for resolving complaints involving violations of this agency's policy prohibiting discrimination and harassment within the agency. Employees and applicants are encouraged to use this internal complaint process. Retaliation against a person who has filed a complaint either internally or through an outside enforcement agency or other legal channels is prohibited. The Affirmative Action Officer or designee may contact the Office of Diversity and Equal Opportunity if more information is needed about filing a complaint.

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#### **Filing Procedures:**

1. The employee or applicant completes the "Complaint of Discrimination/Harassment Form" provided by the Affirmative Action Officer or designee. Employees are encouraged to file a complaint within a reasonable period of time after the individual becomes aware that a situation may involve discrimination or harassment. The Affirmative Action Officer or designee will, if requested, provide assistance in filling out the form.
2. The Affirmative Action Officer or designee determines if the complaint falls under the purview of Equal Employment Opportunity law, i.e., the complainant is alleging discrimination or harassment on the basis of race, color, creed, religion, national origin, sex, marital status, familial status, status with regard to public assistance, membership or activity in a local human rights commission, disability, sexual orientation, or age; or if the complaint is of a general personnel concern. The Affirmative Action Officer or designee shall also discuss other options for resolution, such as the workplace mediation.
  - If it is determined that the complaint is not related to discrimination but rather to general personnel concerns, the Affirmative Action Officer designee will inform the complainant, in writing, within ten (10) working days.
  - If the complaint is related to discrimination, the Affirmative Action Officer or designee will, within ten (10) working days, contact all parties named as respondents and outline the basic facts of the complaint. The respondents will be asked to provide a response to the allegations within a specific period of time.
3. The Affirmative Action Officer or designee shall then investigate the complaint. At the conclusion of the investigation, the Affirmative Action Officer or designee shall notify the complainants and respondents that the investigation is completed. The Affirmative Action Officer or designee shall then review the findings of the investigation.
  - If there is sufficient evidence to substantiate the complaint, appropriate action will be taken.
  - If insufficient evidence exists to support the complaint, a letter will be sent to the complainants and the respondents dismissing the complaint.
4. A written answer will be provided to the parties within sixty (60) days after the complaint is filed. The complainants will be notified should extenuating circumstances prevent completion of the investigation within sixty (60) days.
5. Disposition of the complaint will be filed with the Commissioner of the Minnesota Management and Budget within thirty (30) days after the final determination.
6. All documentation associated with a complaint shall be considered investigative data under the Minnesota Government Data Practices Act. The status of the complaint will be shared with the complainants and respondents. After an investigation is completed and all appeals are

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exhausted, all documentation is subject to the provisions of the Minnesota Government Data Practices Act.

7. All data collected may at some point become evidence in civil or criminal legal proceedings pursuant to state or federal statutes. An investigation may include, but is not limited to, the following types of data:
  - Interviews or written interrogatories with all parties involved in the complaint, i.e., complainants, respondents, and their respective witnesses; officials having pertinent records or files, etc.; and
  - All records pertaining to the case i.e., written, recorded, filmed, or in any other form.
8. The Affirmative Action Officer or designee shall maintain records of all complaints and any pertinent information or data for three (3) years after the case is closed.

This procedure will be modified if necessary to comply with contractual requirements and does not prohibit employees from immediately filing a formal complaint with the Equal Employment Opportunity Commission (EEOC), the Minnesota Department of Human Rights, or other legal channels.

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## **VII. REASONABLE ACCOMMODATION POLICY**

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The State of Minnesota is committed to the fair and equal employment of individuals with disabilities. Reasonable accommodation is the key to this nondiscrimination policy. While many individuals with disabilities can work without accommodation, other qualified employees and applicants face barriers to employment without the accommodation process. It is the policy of the (agency name) to reasonably accommodate qualified individuals with disabilities unless the accommodation would impose an undue hardship.

In accordance with the Minnesota Human Rights Act and the Americans with Disabilities Act, as amended, accommodations will be provided to qualified individuals with disabilities when such accommodations are directly related to performing the essential functions of a job, competing for a job, or to enjoy equal benefits and privileges of employment. This policy applies to all applicants, employees, and employees seeking promotional opportunities.

### **Definitions:**

**Disability:** For purposes of determining eligibility for a reasonable accommodation, an individual with a disability is one who has a physical or mental impairment that substantially limits one or more major life activities; or a record of such an impairment; or being regarded as having such an impairment.



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**Reasonable Accommodation:** A reasonable accommodation is a modification or adjustment to a job, an employment practice, or the work environment that makes it possible for a qualified individual with a disability to enjoy an equal employment opportunity.

Examples of accommodations may include acquiring or modifying equipment or devices, modifying training materials, making facilities readily accessible, modifying work schedules, and reassignment to a vacant position.

Reasonable accommodation applies to three (3) aspects of employment:

- To assure equal opportunity in the employment process;
- To enable a qualified individual with a disability to perform the essential functions of a job; and
- To enable an employee with a disability to enjoy equal benefits and privileges of employment.

**Undue hardship:** An undue hardship is an action that is unduly costly, extensive, substantial, or disruptive, or that would fundamentally alter the nature or operation of this agency.

#### **Procedure for Current Employees and Employees Seeking Accommodation:**

1. This agency will inform all employees that this accommodation policy can be made available in accessible formats.
2. The employee shall inform their supervisor or the ADA Coordinator or designee of the need for an accommodation.
3. The ADA Coordinator or designee may request documentation of the individual's functional limitations to support the request. Any medical documentation must be collected and maintained on separate forms and in separate, locked files. No one will be told or have access to medical information unless the disability might require emergency treatment.
4. When a qualified individual with a disability has requested an accommodation, the employer shall, in consultation with the individual:
  - Discuss the purpose and essential functions of the particular job involved. Completion of a step-by-step job analysis may be necessary;
  - Determine the precise job-related limitation;
  - Identify the potential accommodations and assess the effectiveness each would have in allowing the individual to perform the essential functions of the job; and
  - Select and implement the accommodation that is the most appropriate for both the individual and the employer. While an individual's preference will be given consideration, the agency is free to choose among equally effective accommodations and may choose the one that is less expensive or easier to provide.
5. The ADA Coordinator or designee will work with the employee to obtain technical assistance, as needed.

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6. The ADA Coordinator or designee will provide a decision to the employee within a reasonable amount of time.
7. If an accommodation cannot overcome the existing barriers or if the accommodation would cause an undue hardship on the operation of the business, the employee and the ADA Coordinator or designee shall work together to determine whether reassignment may be an appropriate accommodation.

#### **Procedure for Job Applicants:**

1. The job applicant shall inform the ADA Coordinator or designee of the need for an accommodation. The ADA Coordinator or designee will discuss the needed accommodation and possible alternatives with the applicant.
2. The ADA Coordinator or designee will make a decision regarding the request for accommodation and, if approved, take the necessary steps to see that the accommodation is provided.

#### **Policy for Funding Accommodations:**

MN.IT will make funds available to provide reasonable accommodations to employees and job applicants with disabilities. The Department is free to choose the specific accommodation provided to qualified persons with disabilities. The person requesting reasonable accommodations may suggest appropriate accommodations; however, the department may provide another accommodation equal to or superior to the one proposed, due to practicality, usefulness, or cost-effectiveness.

All tangible accommodations purchased by MN.IT will be the property of the State of Minnesota and shall be used only for job-related functions. The maintenance of equipment will be the responsibility of the department, and projected maintenance costs will be a factor in the initial decision to provide accommodations.

#### **Procedure for Determining Undue Hardship:**

In determining whether or not providing a reasonable accommodation would impose an undue hardship, the agency will consider at least the following factors:

- Overall size of the program (i.e., number and type of facilities, size of budget);
- Type of the operation including the composition and structure of the work force;
- Nature and cost of the accommodation needed;
- Reasonable ability to finance the accommodation; and
- Documented good-faith efforts to explore less restrictive or less expensive alternatives including consultation with the individual with the disability or with knowledgeable individuals with disabilities or organizations.

The ADA Coordinator or designee will provide a decision to the employee.

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#### **Appeals:**

Employees or applicants who are dissatisfied with the decisions pertaining to an accommodation request may file an appeal with the Commissioner or agency head, within a reasonable period of time, for a final decision.

If the individual believes the decision is based on discriminatory reasons, then they may file a complaint internally through the agency's complaint procedure as outlined in this plan.

#### **Supported Work:**

This agency will review vacant positions and assess the current workload and needs of the office, to determine if job tasks might be performed by a supported employment worker(s). If appropriate, the agency will work with the ADA Coordinator or designee and organizations that provide employment services to individuals with disabilities to recruit and hire individuals for supported employment if such a position is created.

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## **VIII. EVACUATION PROCEDURES FOR INDIVIDUALS WITH DISABILITIES**

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Copies of available agencies' and building weather and emergency evacuation plans can be found at the following:

- Administration – [http://view.ext.cms.oet.mn.gov/admin/images/evac\\_plan\\_adminbuilding.pdf](http://view.ext.cms.oet.mn.gov/admin/images/evac_plan_adminbuilding.pdf)
- Agriculture – <https://inside.mn.gov/sites/mnitcommons/org/MDA/Documents/agriculture-emergency-procedures.pdf>
- Central – [https://inside.mn.gov/sites/mnitcommons/SiteCollectionDocuments/Centennial%20Office%20Building%20Emergency%20Plan\\_April2014.pdf](https://inside.mn.gov/sites/mnitcommons/SiteCollectionDocuments/Centennial%20Office%20Building%20Emergency%20Plan_April2014.pdf)
- Employment & Economic Development – <https://inside.mn.gov/sites/mnitcommons/org/DEED/Documents/MNIT%20@DEED%20FNBB.pdf>  
<https://inside.mn.gov/sites/mnitcommons/org/DEED/Documents/MNIT%20@DEED%20Metro%20Sq.pdf>
- Health – [http://view.ext.cms.oet.mn.gov/admin/images/emergency\\_plan\\_lab.pdf](http://view.ext.cms.oet.mn.gov/admin/images/emergency_plan_lab.pdf)
- Human Services – [http://view.ext.cms.oet.mn.gov/admin/images/emergency\\_plan\\_andersen.pdf](http://view.ext.cms.oet.mn.gov/admin/images/emergency_plan_andersen.pdf)
- Labor & Industry – <https://inside.mn.gov/sites/mnitcommons/org/DLI/Shared%20Documents/MNIT%20@DOLI.pdf>
- Management & Budget – <https://inside.mn.gov/sites/mnitcommons/org/MMB/SiteAssets/Centennial%20Office%20Building%20Emergency%20Plan-2013.pdf>
- Natural Resource – <https://inside.mn.gov/sites/mnitcommons/org/DNR/collab/Shared%20Documents/safety/MNIT-DNR-Lafayette-safetyplan.pdf>
- Pollution Control – <https://inside.mn.gov/sites/mnitcommons/org/MPCA/Documents/MNIT%20@PCA%20Emergency%20Plan.pdf>
- Transportation – <https://inside.mn.gov/sites/mnitcommons/org/DOT/Documents/MNIT%20DOT%20Capitol.pdf>

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<https://inside.mn.gov/sites/mnitcommons/org/DOT/Documents/MNIT%20DOT%20Maplewood.pdf>  
<https://inside.mn.gov/sites/mnitcommons/org/DOT/Documents/MNIT%20DOT%20MetroDistrict.pdf>  
<https://inside.mn.gov/sites/mnitcommons/org/DOT/Documents/MNIT%20DOT%20Rochester%20Watsonna%202012.pdf>

- Veteran Affairs – <https://inside.mn.gov/sites/mnitcommons/org/MDVA/Documents/MDVAEmployeeEmergencyPlan.pdf>
- Centennial Office Building – [http://view.ext.cms.oet.mn.gov/admin/images/evac\\_plan\\_cob.pdf](http://view.ext.cms.oet.mn.gov/admin/images/evac_plan_cob.pdf)
- 691 Robert Street/Powerhouse – [http://view.ext.cms.oet.mn.gov/admin/images/evac\\_plan\\_691\\_robert.pdf](http://view.ext.cms.oet.mn.gov/admin/images/evac_plan_691_robert.pdf)
- Olive Street Building – [http://view.ext.cms.oet.mn.gov/admin/images/emergency\\_plan\\_olive\\_street.pdf](http://view.ext.cms.oet.mn.gov/admin/images/emergency_plan_olive_street.pdf)
- Orville L. Freeman Office Building – [http://view.ext.cms.oet.mn.gov/admin/images/emergency\\_plan\\_freeman.pdf](http://view.ext.cms.oet.mn.gov/admin/images/emergency_plan_freeman.pdf)
- Elmer L. Anderson Human Services Building – [http://view.ext.cms.oet.mn.gov/admin/images/emergency\\_plan\\_andersen.pdf](http://view.ext.cms.oet.mn.gov/admin/images/emergency_plan_andersen.pdf)
- Grove Street Building – [http://view.ext.cms.oet.mn.gov/admin/images/emergency\\_plan\\_grove.pdf](http://view.ext.cms.oet.mn.gov/admin/images/emergency_plan_grove.pdf)

Knowledge and preparation by both individuals needing assistance and those who don't is key to reducing the impact of emergencies. When developing a plan, safety needs should be determined on a case-by-case basis because it varies with each individual and building.

Everyone has a responsibility to develop their own personal emergency evacuation plan, this includes individuals with disabilities or individuals who will need assistance during evacuation. The Americans with Disabilities Act Coordinator or designee in each agency will work to develop a plan and consult the appropriate building and safety personnel.

Directors, managers, and supervisors should review the emergency evacuation procedures with staff, including informing all staff that if additional assistance may be needed, and individuals with disabilities should contact the agency contact(s) below to request the type of assistance they may need:

- Karen Ricci, Office & Administrative Specialist, 651.201.1187, [karen.ricci@state.mn.us](mailto:karen.ricci@state.mn.us)
- Steve Wydra, Information Technology Specialist, 651.201.1253, [Steve.Wydra@state.mn.us](mailto:Steve.Wydra@state.mn.us)

### Evacuation Procedures:

#### 1. Supervision during Emergency

- a. The Building Coordinator or his designee, assisted by the Area Stewards, will supervise the evacuation of the building.
- b. The Area Stewards will assist in ensuring evacuation and report to the Building Coordinator any persons missing or unaccounted for.
- c. Re-entry into the building after a fire shall only be upon authorization by Building Security or other safety official. (NOTE: The number of Area Stewards is determined by the Building Coordinator and is dependent upon the number of floors, corridors, or departments within a building.)

**2. Person discovering Emergency**

- a. Recruit assistance from persons in vicinity if possible to:
  - i. Pull Fire Alarms at nearest box. These alarms will automatically sound alarms throughout the building.
  - ii. Call 911 – report name, location, description of emergency
  - iii. If fire and properly trained, use fire extinguishers to aid in evacuation and confine fire to specific area.
  - iv. Remove victims in the immediate area of the fire.
  - v. Confine fire by closing doors and windows in vicinity of fire.

**3. All Staff & Personnel**

- a. All building occupants will exit the building upon announcement by the Area Stewards or sounding of the fire alarm.
- b. **NEVER USE ELEVATOR DURING A FIRE OR OTHER EMERGENCY.**
- c. Close doors, corridor smoke barrier doors, and windows in the vicinity. Shut off potentially dangerous equipment, reactions or experiments in the work area.
- d. Assist all injured or disabled persons from the building.
- e. Assembly areas are determined by the exit location of the building: follow instructions of Area Steward.

**REASONABLE ACCOMMODATIONS IN EMERGENCY SITUATIONS**

**1. Weather Emergency During Work Hours**

Capitol Security (Department of Public Safety) monitors the National Weather Services Bulletins through the National Air Warning System (NAWAS). If Capitol Security is informed through the NAWAS system that St. Paul is in danger, a public address announcement will be made immediately directing personnel to relocate.

Upon notification by Capitol Security, the floor wardens, area monitors, and assistants will then assume their particular responsibilities, and each person with a disability who is in need of assistance will be provided with identified individuals who will help him/her during emergency procedures.

In the event of a tornado warning, assistants are designated to help the person with a disability move to the ground floor corridor. If the onset of the severe weather emergency is such that there is insufficient time to relocate to the ground floor, the area monitor shall direct the assistants to help the individual(s) with a disability move to an inner office, where there are no windows or exit doors to the outside.

**2. Weather Emergency Notification During Non-Work Hours**

When state officials determine that state offices will be closed, affected supervisors will contact employees identified as needing special notification to tell them of the closing.

**3. Fire Emergency**

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When the building alarm sounds, assistants are designated to help the person with a disability to relocate him/her to a safe area of the building free from smoke or fire. One assistant will then immediately relocate to the main entrance (or other safe entrance) to await the fire department. Upon arrival of the fire department, the assistant will notify them of the individual's location and will assist fire fighters in locating the person with a disability.

#### **Evacuation Options:**

Individuals with disabilities have four basic, possibly five, evacuation options:

- Horizontal evacuation: Using building exits to the outside ground level or going into unaffected wings of multi-building complexes;
- Stairway evacuation: Using steps to reach ground level exits from building;
- Shelter in place: Unless danger is imminent, remain in a room with an exterior window, a telephone, and a solid or fire resistant door. If the individual requiring special evacuation assistance remains in place, they should dial 911 immediately and report their location to emergency services, who will in turn relay that information to on-site responders. The shelter in place approach may be more appropriate for sprinkler protected buildings where an area of refuge is not nearby or available. It may be more appropriate for an individual who is alone when the alarm sounds;
- Area of rescue assistance: Identified areas that can be used as a means of egress for individuals with disabilities. These areas, located on floors above or below the building's exits, can be used by individuals with disabilities until rescue can be facilitated by emergency responders; and/or
- For agencies equipped with an evacuation chair: Evacuation chairs or a light-weight solution to descending stairways can be used and generally require single user operation. If an agency is equipped with an evacuation chair, best practice indicates that all employees are trained and have practiced evacuating using an evacuation chair.

#### **Evacuation Procedures for Individuals with Mobility, Hearing, and Visual Disabilities:**

Individuals with disabilities should follow the following procedures:

- Mobility disabilities (individuals who use wheelchairs or other personal mobility devices ("PMDs")): Individuals using wheelchairs should be accompanied to an area of rescue assistance by an employee or shelter in place when the alarm sounds. The safety and security staff will respond to each of the areas of rescue assistance every time a building evacuation is initiated to identify the individuals in these areas and notify to emergency responders how many individuals need assistance to safely evacuate.

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- Mobility disabilities (individuals who do not use wheelchairs): Individuals with mobility disabilities, who are able to walk independently, may be able to negotiate stairs in an emergency with minor assistance. If danger is imminent, the individual should wait until the heavy traffic has cleared before attempting the stairs. If there is no immediate danger (detectable smoke, fire, or unusual odor), the individual with a disability may choose to wait at the area of rescue assistance until emergency responders arrive to assist them.
- Hearing disabilities: The agency's buildings are equipped with fire alarm horns/strobes that sound the alarm and flash strobe lights. The strobe lights are for individuals with who are deaf and/or hard of hearing. Individuals with hearing disabilities may not notice or hear emergency alarms and will need to be alerted of emergency situations.
- Visual disabilities: The agency's buildings are equipped with fire alarm horn/strobes that sound the alarm and flash strobe lights. The horn will alert individuals who are blind or have visual disabilities of the need to evacuate. Most individuals with visual disabilities will be familiar with their immediate surroundings and frequently traveled routes. Since the emergency evacuation route is likely different from the common traveled route, individuals with visual disabilities may need assistance in evacuating. The assistant should offer assistance, and if accepted, guide the individual with a visual disability through the evacuation route.

#### **Severe Weather Evacuation Options:**

Individuals with disabilities or who are in need of assistance during an evacuation have three evacuation options based on their location in their building:

- Horizontal evacuation: If located on the ground or basement floor, severe weather shelter areas are located throughout each floor;
- Elevator evacuation: If there are no safe areas above the ground floor, the elevator may be used to evacuate to the ground or basement levels; and/or
- Shelter in Place: Seeking shelter in a designated severe weather shelter and remaining there until the all clear is used.

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**IX. GOALS AND TIMETABLES**

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Through the utilization analysis, the agency has determined which job categories are underutilized for women, minorities, and individuals with disabilities within the agency and has set the following hiring goals for the next two years (Reference Table 2). The figures in the hiring goals section of Table 2 reflect the number of women and individuals with disabilities we intend to hire to address the underutilization in the job categories. Please note that while the percentage of women in the professional job group appears low relative to market availability, information technology as an industry is male-dominant as indicated by an industry trend that reflects a declining percentage of women in the IT field. Women's representation in the IT workforce has steadily declined from a peak of 38% in the mid-1980s to 29% at the end of the 1990s as reported by the National Science Foundation. In 2006, the Bureau of Labor Statistics and Catalyst indicated a continued decline to 27%, while a 2009 report by the National Center for Women & Information Technology entitled, *Women in IT: The Facts*, noted that women made up 25% of the IT workforce. Additionally, the 2010 National Science Foundation summary reflected 23% of women holding IT positions.<sup>1</sup>

With technology-related job opportunities predicted to grow at a faster rate than all other jobs in the professional category, or up to 22% over the next decade, the underutilization in these categories will be an opportunity for MN.IT as an agency to attract, secure, retain, and promote applicants from these protected groups as highlighted by the 2012 Department of Commerce's Economic and Statistics Administration report, entitled, *"Women in Stem: A Gender Gap to Innovation,"* which noted a slight increase in women holding 27% of all computer science jobs.<sup>2</sup>

The goals were determined by reviewing the total number of separations in each job category (i.e. the "opportunity") with a reasonable and achievable 20% targeted increase in the underutilized categories. These hiring goals will be shared with managers and supervisors and recruitment strategies will be developed to increase the number of protected group candidates for applicant pools that fall into designated job categories.

We will monitor, review and report agency progress toward these goals quarterly and make adjustments as necessary. This Affirmative Action Plan will serve as a benchmark for comparison with future reports.

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<sup>1</sup> <http://www.nsf.gov/statistics/wmpd/2013/start.cfm>

<sup>2</sup> <http://www.esa.doc.gov/Reports/women-stem-gender-innovation>



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Table 2. Underutilization Analysis and Hiring Goals for 2014-2016

	<b>UNDERUTILIZATION – # OF INDIVIDUALS</b>			<b>HIRING GOALS FOR 2014-2016</b>		
<b>Job Categories</b>	<b>Women</b>	<b>Racial/ Ethnic Minorities</b>	<b>Individuals With Disabilities</b>	<b>Women</b>	<b>Racial/ Ethnic Minorities</b>	<b>Individuals With Disabilities</b>
Officials & Administrators	3	N/a	N/a	1	N/a	N/a
Professionals	102	N/a	14	25	N/a	3
Technicians/Paraprofessionals	5	N/a	1	2	N/a	1
Office/Clerical	N/a	N/a	N/a	N/a	N/a	N/a
Service Maintenance	N/a	N/a	N/a	N/a	N/a	N/a

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#### **Availability:**

The Affirmative Action goals in this plan have been developed using the two-factor (external) analysis. The external factor used in this analysis is the availability of the protected group members within the general population. Availability data is taken from the 2010 Labor Force Availability census data for the Minneapolis/St. Paul Metropolitan Statistical Area as this is MN.IT's primary recruitment area. A comparison is made between the census availability data and the current number of protected group members in each job grouping at MN.IT to determine underutilization and set goals.

In assessing utilization in specific job categories, the agency used the two-factor analysis. The agency determined it was best to use this type of analysis because it includes the percentages of particular groups with requisite skills in the reasonable recruitment area (external factor) as well as the percentages of particular groups among those promotable, transferable, and trainable within the agency (internal factor). This allows for data reduction and data summarization that is clear, manageable, and able to be integrated into agency forecasting and projections.

MN.IT is undergoing agency-wide transition, namely new and revised positions, resulting in significant changes in category totals. While these positive changes are not attributable to hiring policies or practices, the agency plans to use the current totals as the baseline from which to evaluate its affirmative action efforts moving forward.

Underutilization Analysis worksheets are attached in the appendix. Numbers less than 10 are indicated with "<10" in accordance with Minnesota Management and Budget's guidance on data privacy.

#### **Women:**

At MN.IT, the population of women in the following job categories are:

Officials & Administrators	21
Professionals	720
Technicians/Paraprofessionals	15
Office/Clerical	27
Service Maintenance	3

#### **Minorities:**

At MN.IT, the population of minorities in the following job categories are:

Officials & Administrators	6
Professionals	255
Technicians/Paraprofessionals	11
Office/Clerical	3
Service Maintenance	2

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#### Individuals with Disabilities:

At MN.IT, the population of individuals with disabilities in the following job categories are:

Officials & Administrators	6
Professionals	93
Technicians/Paraprofessionals	2
Office/Clerical	2
Service Maintenance	0

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## X. AFFIRMATIVE ACTION PROGRAM OBJECTIVES

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In pursuing the agency's commitment to affirmative action, the agency will take the following actions during 2014-2016:

**Objective #1:** Use this report as a benchmark to improve upon areas of underutilization and either maintain or increase other areas.

#### Action Steps:

- Share information with hiring managers and supervisors
- Explain goals
- Offer resources & training
- Create AA/EEO toolbox

#### Evaluation:

This objective was not set in the last Affirmative Action Plan. Those objectives focused on inclusive language within position descriptions and disability awareness among managers and supervisors. This current objective will allow MN.IT Services to be more proactive in the training and preparation of managers and supervisors as it relates to hiring processes, practices and expectations.

**Objective #2:** Regularly monitor and report on progress to address underutilization areas.

#### Action Steps:

- Track and report on hiring/applicant data
- Highlight progress, or lack thereof
- Review applicant pool data
- Develop other strategies to address needs

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#### **Evaluation:**

Collect data quarterly to observe and evaluate MN.IT Services new hire metrics as well as overall agency workforce make-up. This on-going tracking will keep managers and supervisors well-versed on current demographics and where hiring efforts should be focused.

**Objective #3:** Build and maintain external relationships with constituencies that can help address underutilization areas.

#### **Action Steps:**

- Get connected with Access group
- Identify and grow external network & resources
- Attend trainings and workshops

#### **Evaluation:**

This is an on-going objective for Human Resources. Its inclusion in the Affirmative Action Plan signals the importance of building up MN.IT's diverse applicant pool(s). MN.IT Services achieved its minority hiring goals for FY2012 to FY2014, and the hope is that a similar targeted approach to building external relationships will help with other protected groups.

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**XI. METHODS OF AUDITING, EVALUATING, AND REPORTING PROGRAM SUCCESS**


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**A. Pre-Employment Review Procedure/Monitoring the Hiring Process**

MN.IT will evaluate its selection process to determine if its requirements unnecessarily screen out a disproportionate number of women, minorities, individuals with disabilities, or veterans. The agency will use the monitoring the hiring process form for every hire to track the number of women, minorities, individuals with disabilities, and veterans in each stage of the selection process. Directors, managers, and supervisors will work closely with human resources and the Affirmative Action Officer in reviewing the requirements for the position, posting the position, and interviewing and selection to ensure that equal opportunity and affirmative action is carried out. Directors, managers, and supervisors will be asked to document their hiring decisions and equal opportunity professionals will review for bias.

Any time the agency cannot justify a hire, the agency takes a missed opportunity. Agency leadership will be asked to authorize the missed opportunity. The agency will report the number of affirmative and non-affirmative hires as well as missed opportunities to Minnesota Management and Budget on a quarterly basis.

When candidates are offered interviews, employees scheduling interviews will describe the interview format to the candidate and provide an invitation to request a reasonable accommodation for individuals with disabilities to allow the candidate equal opportunity to participate in the interview process. For example, describe if interview questions are offered ahead of time or what technology may be used during the interview process. This allows for an individual with a disability to determine if they may need a reasonable accommodation in advance of the interview.

All personnel involved in the selection process will be trained and accountable for the agency's commitment to equal opportunity and the affirmative action program and its implementation. The following outlines the procedure when a vacancy occurs as well as who is responsible:

ACTION STEPS	RESPONSIBLE
Obtain eligible candidates for the position and refer candidates to supervisor, based on established minimum & preferred qualifications.	HR Representative
Inform supervisor of any relevant affirmative action or contractual issues.	HR Representative
Determine most qualified candidates to be interviewed, based on established minimum & preferred qualifications, as well as job history. Agency will be looking for specific	Hiring Supervisor

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experience as identified by hiring managers and supervisors, i.e. software familiarity, platform creation and project management.	
Conduct objective, structured interviews of all candidates who possess the desired qualifications, and rate applicants using an objective system.	Hiring Supervisor
Conduct reference checks.	Hiring Supervisor
Decide on a qualified person after considering interview results, reference information, and contractual as well as affirmative action obligations.	Hiring Supervisor
Discuss candidate selection with Human Resources representative prior to making any job offer.	Hiring Supervisor
If selection is not in accordance with the Affirmative Action Policy, prepare written rationale documenting the exceptional qualifications of the non-protected candidate as well as rationale for not selecting other candidates.	Hiring Supervisor
Consider documentation & recommend approval or disapproval.	Affirmative Action Officer
Approve candidate selection.	Hiring Supervisor
Adhere to Minnesota Government Data Practices Act, Section 13.43: Protected group status & information regarding the pre-employment selection process is not disclosed.	HR Representative Hiring Supervisor Division Director

**B. Pre-Review Procedure for Layoff Decisions**

MN.IT will make lay-off determinations consistent with applicable bargaining unit contract/plan language. The Human Resources staff and affirmative action officer will review layoff proposals prior to implementation to determine the effect on agency affirmative action goals and timetables and will consider alternative layoff options. Nothing in this process shall be considered an obstruction to the layoff and recall language in applicable contract/plans negotiated between the State and employee unions/associations.

If it is determined that there is an adverse impact on protected groups, the agency will document the reasons why the layoff is occurring, such as positions targeted for layoff, applicable personnel policies or collective bargaining agreement provisions, or other relevant

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reasons. The agency will determine if other alternatives are available to minimize the impact on protected groups.

#### C. Other Methods of Program Evaluation

The agency submits the following compliance reports to Minnesota Management and Budget as part of the efforts to evaluate the agency's affirmative action program:

- Quarterly Monitoring the Hiring Process Reports;
- Biannual Affirmative Action Plan;
- Annual Americans with Disabilities Act Report;
- Annual Internal Complaint Report; and
- Disposition of Internal Complaint (within 30 days of final disposition).

The agency also evaluates the Affirmative Action Plan quarterly in the following ways:

- Monitors progress toward stated goals by job category;
- Analyzes employment activity (hires, promotions, and terminations) by job category to determine if there is adverse impact;
- Analyzes compensation program to determine if there are patterns of discrimination;
- Reviews the accessibility of online systems, websites, and ensures that reasonable accommodations can be easily requested; and
- Discusses progress with agency leadership on a periodic basis and makes recommendations for improvement.

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## XII. RECRUITMENT PLAN

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The objective of this recruitment plan is to ensure the agency's recruitment programs are publicly marketed, attract, and obtain qualified applicants, enhance the image of state employment, and to assist in meeting the affirmative action goals to achieve a diverse workforce.

Recruitment costs incurred during the 2012-2014 plan year total:

- FY13 – \$10,800 Advertising, \$1,800 Marketing Supplies, \$920 events = **\$13,520**
- FY14 – \$18,000 Advertising, \$1,280 Marketing Supplies and \$1,670 in events = **\$ 20,950**
- FY15 – Anticipated **\$25,000** total (will include renewal for LinkedIn License)

Below are various recruitment methods or strategies utilized by the agency during the past year and plans for the upcoming years 2014-2016.

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#### A. Advertising Sources

Most commonly used sources are career websites; both paid and unpaid sourcing, school and colleges career services, job fairs, open houses, professional organizations and current employees.

##### Advertising:

###### PAID:

LinkedIn  
Dice  
Monster  
ISACA  
PMI  
Craigslist  
Indeed  
CareerBuilder

###### UNPAID:

U of M: GoldPass  
MN College and University Career Service:  
Landit  
Metro State  
DEED: MinnesotaWorks  
Brown College  
Capella University: Career Link  
MMB Diversity listserve – over 500 receive email blast

A template has been developed as a talking point and tracking sheet for recruitment activities between hiring managers and HR when a new vacancy is approved. It can assist the conversation where an ideal candidate would come from as well as provide suggestions.

HR Solutions instituted a survey regarding the growth of social media in recruitment. It showed that 92% of recruiters plan to or already use social media in their recruitment efforts. Jobvite 2012 Social Recruiting Survey uncovered that 2/3 of Companies recruit via Facebook, over half use Twitter and almost all use LinkedIn. Social media allows employers to communicate and interact with potential candidates on multiple channels for free. MN.IT has an established presence on social media and HR will partner with Communications to ensure effective employment branding and messaging is consistent.

The diagram below is a representation of what social media MN.IT currently has and how the transfer of information flows for users.



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- **Facebook**
- **Twitter**
- **Yammer**
- **LinkedIn**
  - o All staffing personnel and hiring managers should be registered on LinkedIn
  - o Build contact base by inviting colleagues, candidates, etc. to connect with them
  - o Hard to find positions can be posted on LinkedIn as comments for all to view
  - o Encourage all employees to help
  - o Created a MN.IT specific company page

A proposal to obtain one year license was approved in May, 2013. MN.IT was the first state agency to obtain this license. The MN.IT Legal team is working on re-working the agreement to create an enterprise wide agreement that all other agencies may use. MN.IT will receive a referral fee/ price reduction on our current license agreement each time another agency signs up. Multiple agencies are interested in getting a license as well. The license is a tool that enables MN.IT to connect with passive candidates and build a rapport through personal messaging and employer branding. License allows searches by filtering location, experience, skill set, etc.

## B. Job and Community Fairs

MN.IT created a list of events that are a blend of paid and unpaid, with a variety of focus on student recruitment, disability recruitment, veteran recruitment and specialty skill recruitment

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(Security, GIS, etc.). The events have been determined effective with the response rate of those connecting with us after the event, expressing interest in internships, and becoming a new applicants in our system for our positions.

We continue to re-evaluate new events, and ensuring the ones we do attend are meeting the needs for our organization – the ones we do not plan to continue are listed in red below.

#### **FY 13-14**

##### Student Focus:

- MN State Universities Job & Intern Fair
- Humphrey Institute Career Fair
- Minnesota School of Business
- Government and Non Profit Career Fair U of M
- U of M Alumni Career and Networking Event
- Advance IT Metro State
- DeVry University Career Fair

##### Veteran Focus:

- DEED Veterans Career Fair

##### General Job Seeker Focus:

- Get Jobs Job Fair
- Big Tent Career Event
- **GovLoop Virtual Career Fair** (Many attendees were non-Minnesota residents)

##### Diversity:

- Metropolitan State Diversity Fair
- Minneapolis Placement Partnership Annual Career Fair
- DEED Diversity Career Fair

##### Specialty Focused:

- GISSO Fair at U of M (GIS) (\* this is also student recruitment)
- Midwest HIT Career Fair (\* this is also student recruitment)
- PMI Career Event (Project Management and Business Analyst)
- **Secure 360 Conference (Security)** (Number of job seekers did not warrant cost investment)
- **Midwest Technology and Engineering Virtual Fair** (Level of attendance did not warrant cost investment)

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#### Dislocated Workers:

- IT/High Tech Skills Career Fair (IBM Layoffs in Rochester)
- Cargill Networking event (Cargill IT Layoffs)

#### **C. College and University Recruitment Events**

The recruitment events are listed above, however, we have built other partnerships with many educational facilities and continue to do so:

- U of M TLI (Technical Leadership Institute) – Master’s Program for Security - CISO and Recruitment Director speak to classes on campus and encourage employment and internships.
- St. Catherine University – Employer Panel, spoke about state hiring process and job opportunities – also have Career Director forward students for informational interviews
- University of River Falls WI – Networking Event for IT students who are in their junior and senior years of college
- PLTW (Project Lead the Way) school district ISD 197 – this is for STEM focused middle and high school students. Recruitment Director is on the PLTW Committee and will have MN.IT IT guest speakers talk to students about technology careers to students annually
- U of M Networking Event for various levels and disciplines
- Presented to IT Students at Brown College
- Partnership with Career Director with Minnesota School of Business, and have set up informational interviews for graduating students
- Security Boot Camp – Metro State (on-site half day presentation about our security division and employment opportunities)

#### **D. Recruitment for Individuals with Disabilities**

- 1) Review of job postings for physical and sensory requirements and ensure that qualifications in job postings are inclusive and do not pose any unnecessary barriers.
  - a. Our agency will review all job postings for physical and sensory requirements and determine if the qualifications for the position are job-related and consistent with business necessity. Additionally, our agency will edit language pertaining to physical and sensory requirements and change this language to reflect more inclusive language for job qualifications.
- 2) Self-Identification
  - a. At the time of application and once a year, our agency will communicate to our employees that we collect summary data related to the number of individuals who have applied for positions and who are in our workforce. We will inform employees that we collect this summary data to make determinations about where we need to improve in terms of recruitment, selection, or retention of individuals with disabilities.

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- 3) Supported Employment (M.S. 43A.191, Subd. 2(d))
  - a. The agency supports the employment of individuals with disabilities and will review vacant positions to determine if job tasks can be performed by a supported employment workers. We will work with community organizations that provide employment services to individuals with disabilities to recruit for these positions.
  - b. Implement and ensure that reviews of positions are taking place. We will work with VRS or the MMB State ADA Coordinator to assist us in our efforts.
- 4) 700-Hour Program
  - a. Where possible, our agency will utilize the 700-hour program which allows our agency to hire an individual with a disability and provide them training. At the end of this period, our agency can hire the individual.
- 5) Accessibility Matters Campaign
  - a. Our agency will distribute marketing material and resources to our staff to remind them to create accessible electronic documents and systems, so that employees with disabilities coming into the workforce can contribute to the workforce and will be able to access similar information and resources as other employees.
- 6) Reasonable Accommodations
  - a. We will prominently display on our career site that we will provide reasonable accommodation to qualified individuals with a disability who apply for our positions where needed. Once hired, we will educate employees, supervisors, and managers on accommodating employees in the workplace.
- 7) Strategic Partnerships
  - a. Building Partnerships with VRC at DEED – Steve Kuntz.
    - Through Steve we have assisted with informational interviews, resume review, and receiving notice of special events to attend that are disability focused.
    - We continue to partner with Steve and build the relationships within the DEED group and are looking to develop an intern program in the near future as DEED has a candidate pool of students and individuals in retraining programs.
  - b. Return2 Work Solutions
    - Presented to this team of placement specialists that specialize in placing individuals who have had work comp/injuries and have been retrained in a new field and are job seeking.
    - Completed informational interviews for clients and resume review
  - c. Attend Diversity Specific Career Events
    - Metropolitan State Diversity Fair
    - Minneapolis Placement Partnership Annual Career Fair

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- DEED Diversity Career Fair

#### **8) Self-Analysis**

- a. Our agency will conduct periodic self-checks to determine if our systems or documents are accessible, language in our job postings is inclusive, and reasonable accommodations have been provided and staff have been trained on how to provide reasonable accommodations.

#### **9) Reporting**

- a. Our agency will conduct a quarterly analysis of the number of individuals with disabilities who have applied for positions and the number of individuals with disabilities hired.

## **E. Relationship Building and Outreach**

- 1) Presented to job seekers at JFCS (Jewish Family and Child Services) Employer Breakfast Series about state hiring process and MN.IT opportunities.
- 2) We have participated in StepUp Achieve student worker programs and will continue to support those and other like programs in our organization. We are putting together a timeline and resource requirement sheet so hiring managers will know what funds they need and project outlines for the program application deadline.
- 3) We work with our managers and directors who have established relationships with educational programs – as many are adjunct professors or know colleges. These have been talking to students at Metro State in the MIS program, TLI at the U of M for example.
- 4) The State Recruiter group is working on an outline of all of the partnerships state agencies have as a collective to create some new opportunities or to identify overlap and share resources.
- 5) We are looking to continue our outreach with new partners as our business needs grow. For example as we have more positions that are in need of health informatics we are reaching out to facilities that have those programs, etc.
- 6) A recommendation for MN.IT to participate having an information booth at the State Fair as many other state agencies have, has been forwarded to the Communications Department for further consideration.

## **F. Internships**

In 2013-14 we have had interns from Metropolitan State that completed a Capstone Project, and numerous Student Workers throughout the agency in various areas such as GIS, Health,

and HR. We have a waitlist for students that are interested in opportunities, however due to the consolidation we were unable to get a firm internship program up and running with all of the organizational changes. We are working on getting funding and project outlines from interested hiring managers to get interns started in fall 2014.

### **G. Additional Recruitment Activities**

In FY 2014 we first utilized the LinkedIn Recruiter License, which allows us to search and connect with specific skills and locations for passive job seekers. This helps our recruitment for specialty and hard to fill positions to introduce our organization and opportunities to potential candidates that may have not been actively looking for thought of state employment. We would like to renew this annual license again in FY 2015.

We are planning to create an employee referral program (non-monetary based) when the new online application system is rolled out by MMB in FY 2015. This will allow us to track how applicants heard about each of the positions they have applied for so we can track which of our employees is making the referral.

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## **XIII. RETENTION PLAN**

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The agency is committed to not just the recruitment of women, minorities, individuals with disabilities, and veterans, but also to the retention of these protected groups.

### **A. Individual(s) Responsible for the Agency's Retention Program/Activities**

Affirmative Action Officer, 651-201-2270, [mnithr.services@state.mn.us](mailto:mnithr.services@state.mn.us)

### **B. Separation Analysis by Protected Groups**

A large portion of separations were due to retirement, however, of the 206 total separations, 82 came in the form of resignations. Protected group members accounted for over half of the resignations, 54.88%, the majority of which occurred in the 'Professional' category (74 out-of-82) where protected group members accounted for 55.41% of resignations. Affirmative Action Officer, in conjunction with Human Resources, will review exit interviews and other documents recording the circumstances surrounding resignations to assess and address any patterns, consistencies, or identifiable developments.

### **C. Methods of Retention of Protected Groups**

MN.IT values the retention of all qualified employees. We believe that employees will be retained if they feel included and respected for the work they do every day; and therefore, an ongoing effort is being made by HR representatives to work with managers and supervisors to ensure that workplace conditions exist that are respectful of all employees.

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In addition, proactive workforce planning efforts have begun that will focus on developing new ways of retaining employees, including a focus on ensuring that protected group persons are employed at MN.IT in proportion to their representation within the metro area.

MN.IT continues to collect and analyze separation data to determine separation patterns and their impact on protected groups. If a pattern of concern is identified, a plan for corrective action will be developed.

MN.IT will continue to seek new and innovative ways to recruit and to retain qualified protected group employees.

## APPENDIX

### A. Complaint of Discrimination/Harassment Form

#### COMPLAINT OF HARASSMENT OR DISCRIMINATION

##### Purpose and Intended Use of Data Collected on this Form

This form is being used to obtain information needed to investigate your complaint of harassment and/or discrimination. You are not legally required to provide this information, but without it, we may not be able to investigate your complaint. The data you provide on this form will be provided to individuals within MN.IT Services who need to access the data for investigation purposes. Under certain circumstances, other entities may have a legal right to access the data, including Minnesota Management and Budget, applicable labor organization(s), Department of Human Rights, Equal Employment Opportunity Commission, Attorney General, and the Legislative Auditor.

#### Information about you:

Your Name: \_\_\_\_\_ Job Title: \_\_\_\_\_

Division: \_\_\_\_\_ Phone: \_\_\_\_\_

Supervisor: \_\_\_\_\_

#### Indicate below names of any individual(s) who you believe discriminated against or harassed you:

Name: \_\_\_\_\_ Job Title: \_\_\_\_\_

Division: \_\_\_\_\_

Name: \_\_\_\_\_ Job Title: \_\_\_\_\_

Division: \_\_\_\_\_

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Name: \_\_\_\_\_ Job Title: \_\_\_\_\_

Division: \_\_\_\_\_

**Indicate below the basis on which this discrimination complaint is being filed (check all that apply):**

General Harassment \_\_\_\_\_ Race \_\_\_\_\_ Gender \_\_\_\_\_ Age \_\_\_\_\_ Disability \_\_\_\_\_ Color \_\_\_\_\_

Creed \_\_\_\_\_ Marital Status \_\_\_\_\_ Familial Status \_\_\_\_\_ National Origin \_\_\_\_\_ Religion \_\_\_\_\_

Gender/Sex \_\_\_\_\_ Sexual Harassment \_\_\_\_\_ Sexual Orientation \_\_\_\_\_

Status Regarding Public Assistance \_\_\_\_\_ Membership in Local Commission \_\_\_\_\_

**Nature of complaint - Please describe the circumstances that occurred that cause you to file this complaint. Include names, types of behavior, location and dates of events. Attach additional sheets if necessary.**

**Identify the date and time the most recent act of discrimination or discriminatory harassment took place:**

**Were there any witnesses to what you've described above? If so, please list the names and work location of the witnesses. If you do not know witnesses' names, provide a job title or other identifying information if you can do so.**

1.

2.

3.



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**I hereby certify that the information I provided on this form is true and correct to the best of my knowledge.**

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Signature

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Date

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Received by

---

Date

**B. Employee/Applicant Request for ADA Reasonable Accommodation Form**  
**STATE OF MINNESOTA – MN.IT SERVICES**



**EMPLOYEE/APPLICANT REQUEST FOR ADA REASONABLE ACCOMMODATION FORM**

The State of Minnesota is committed to complying with the Americans with Disabilities Act ("ADA") and the Minnesota Human Rights Act ("MHRA"). To be eligible for an ADA accommodation, you must be 1) qualified to perform the essential functions of your position and 2) have a disability that limits a major life activity or function. The ADA Coordinator/Designee will review each request on an individualized case-by-case basis to determine whether or not an accommodation can be made.

MN.IT Services

**Employee Request for Reasonable Accommodation**

Please complete this form electronically; otherwise a delay in the reasonable accommodation process may result. Forward back your completed form as an attachment through electronic mail with attachments of your Position Description and your Authorization for the Release of Medical Information with the signed and dated originals to follow through interoffice mail using the contact information at the end of this form.

You acknowledge that the MN.IT Services Americans with Disabilities Act Coordinator or any other person whom the Department authorizes, including the Department's legal counsel, may use this information, specifically your health condition, to determine under the Americans with Disabilities Act (ADA), the ADA Amendments Act, and the Minnesota Human Rights Act whether you have a disability and whether the Department can provide any reasonable accommodation to enable you to perform the essential functions of your job. Your provision of the information is voluntary, but if you refuse, the Department may deny you a reasonable accommodation. Additionally, you acknowledge that any accommodation which the Department procures for you shall be the property of the state of Minnesota.

Employee Name: \_\_\_\_\_ Identification Number: \_\_\_\_\_

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Position: \_\_\_\_\_ Division: \_\_\_\_\_

Work Phone: \_\_\_\_\_ Work Email: \_\_\_\_\_

Work Location: \_\_\_\_\_

Union: \_\_\_\_\_ Local Number: \_\_\_\_\_

Supervisor Name: \_\_\_\_\_ Telephone Number: \_\_\_\_\_

1. What is the nature of your condition?
2. How does your condition impair you? How does your impairment limit you?
3. How much does your impairment limit you?
4. How does your impairment substantially limit you in any of your major life activities?

“Major life activities” include, but are not limited to, breathing, sleeping, seeing, hearing, smelling, tasting, feeling, balancing, caring for oneself, eating, drinking, thinking, concentrating, learning, reading, communicating, speaking, writing, interacting with others, sitting, reaching, manipulating, standing, walking, bending, lifting, and working.

“Substantially limit” means that you are restricted in the condition, manner, or duration of performing a major life activity in comparison to most people in the general population.

5. What are the essential functions of your job?

“Essential Functions” are the fundamental responsibilities of the job, not the marginal tasks, and if removed, would defeat the purpose of the existence of the job.

How do your limitations affect your ability to perform the essential functions of your job?

6. Describe what reasonable accommodations would mitigate or negate those effects?

"Reasonable accommodation" means a change: To a hiring process that enables a qualified applicant with a disability to apply for the job; To the employment environment; To the manner or circumstances in which the work is customarily done that enables a qualified employee with a disability to perform the essential functions of the job; or To the terms or conditions of the job that enables a qualified employee with a disability to enjoy the same benefits and privileges from the employment as other similarly situated employees without disabilities.

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7. How would the accommodations enable you to perform the essential functions of your job?
8. What changes to your job have already occurred to aid you in performing its essential functions?
9. How effective are those changes in enabling you to perform the essential functions of your job?

#### Information Pertaining to Medical Documentation

In the context of assessing an accommodation request, medical documentation may be needed to determine if the employee has a disability covered by the ADA and to assist in identifying an effective accommodation.

The ADA Coordinator or designee in each agency is tasked with collecting necessary medical documentation. In the event that medical documentation is needed, the employee will be provided with the appropriate forms to submit to their medical provider. The employee has the responsibility to ensure that the medical provider follows through on requests for medical information.

**This authorization does not cover, and the information to be disclosed should not contain, genetic information. "Genetic Information" includes: Information about an individual's genetic tests; information about genetic tests of an individual's family members; information about the manifestation of a disease or disorder in an individual's family members (family medical history); an individual's request for, or receipt of, genetic services, or the participation in clinical research that includes genetic services by the individual or a family member of the individual; and genetic information of a fetus carried by an individual or by a pregnant woman who is a family member of the individual and the genetic information of any embryo legally held by the individual or family member using an assisted reproductive technology.**

Employee Signature: \_\_\_\_\_ Signature Date: \_\_\_\_\_

Contact Information:

Affirmative Action Officer  
2<sup>nd</sup> Floor  
658 Cedar Street  
St. Paul, MN 55155  
Voice: (651) 201-2270

## MN.IT SERVICES

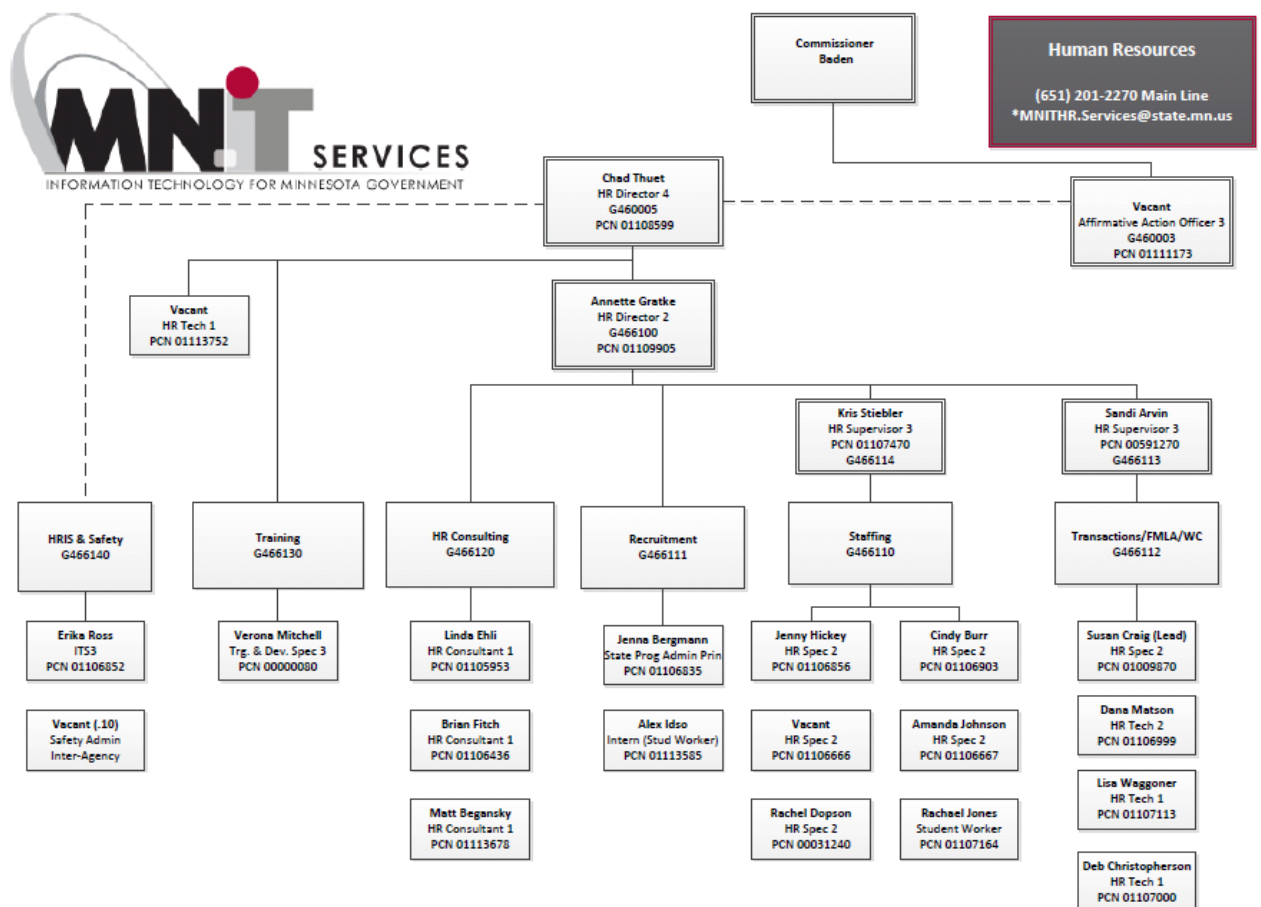
### AFFIRMATIVE ACTION PLAN 2014-2016

Facsimile: (651) 797-1005

Electronic: [mnithr.services@state.mn.us](mailto:mnithr.services@state.mn.us)

#### A. Agency Profile and Organizational Chart

MN.IT Services provides high-quality, secure and cost effective information technology that meets the business needs of government, fosters innovation and improves outcomes for the people of Minnesota.



7/7/2015

## **MN.IT SERVICES**

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#### **B. Underutilization Analysis Worksheets**

- 1) Underutilization Worksheet
- 2) Office/Clerical two-factor analysis
- 3) Officials/Administrators two-factor analysis
- 4) Professionals two-factor analysis
- 5) Service Maintenance two-factor analysis
- 6) Technicians/Paraprofessionals two-factor analysis

#### **C. Separation Analysis by Protected Groups Worksheets**

- 1) Worksheet

#### **D. Other Relevant Agency Information, Policies, or Documents**

N/A